

Leadership Self-Assessment and Improvement Plan

Attribute	Assessment Scale 1-5	Method and Improvement	Improvement Plan 1 Yr. and 3-5 Yr.
Process Skills			
Asking Questions that Matter	3	<p>The 3 is a self-assessment. When I asked 3 others how I do on this, they rate me a 4-5. Their rating is based on the behavior they see from me but not based on my definition of my capabilities. My performance I believe is not robust in this area but only sufficient. I have a lot of room to grow and develop my capabilities.</p> <p>I am creating a rubric to gather more broad based and</p>	<p>1 Yr.</p> <p>During training's, during meetings, during coaching, and during conversations of any type, I am posing questions and gauging whether they generate ongoing conversations. Those that continue, I am noting, and those that do not, I am noting as well to see if I can discover which questions or types of questions have a life. I will keep a journal for collection of data.</p>

		<p>consistent feedback on my performance around all of these skills and behaviors. I will be doing periodic 360-degree assessments using this tool and will also be using the tool as part of my action research project.</p>	<p>3-5 Yr. I will continue the above activities to continue to inform my practice and I would like to participate in workshops and training where this skill is modeled which will help me improve my own skills in this area.</p>
<p>Create Conversations</p>	<p>2</p>	<p>As in the last skill, the 3 others in my organization when asked rate this a 4-5 for me. However, this is based on the fact that I am creating conversation circles and actively asking people to start to talk with one another. I on the other hand understand</p>	<p>1 Yr. I am facilitating and participating in conversation circles that I am creating at work and this is the may vehicle for me to learn to participate in conversation. I am also reading and studying everything I can get my hands on to help me further</p>

		<p>that I am new to creating conversations and I am just beginning to understand the complexities involved in this skill. I have a long way to go.</p>	<p>understand conversation. 3-5 Yr. I will continue the above activities to continue to inform my practice and I would like to participate in workshops and training where this skill is modeled which will help me improve my own skills in this area.</p>
<p>Creating Feedback Loops</p>	2	<p>My self-assessment and the 3 others that I asked are similar. Others give me a 3 and I give myself a 2. I tend to bury myself on my computer and do not get out with the team very much. I do participate in meetings but not all of them. My best</p>	<p>1 Yr. I am going to schedule far more time out with my team so that I can improve my sense of what is going on. I will continue to implement strategies that improve the way people talk together, which will improve information flow in</p>

		<p>feedback comes from being out with the team and asking questions, listening, and observing. I need to be out far more to improve this score.</p>	<p>the team. 3-5 Yr. I will continue the strategies above and will also explore learning opportunities to improve my ability to formalize feedback loops. I am not detail oriented and this is a stretch for me.</p>
<p>Tapping into the Potential of the Team</p>	<p>4</p>	<p>When asked, the 3 others feel that I deserve a 4-5 for my work to move our culture from bossing to coaching. I would give myself a 4 on this based on my strong work in this area. I am driving this change in the way we relate with our team. I still am learning and growing</p>	<p>1 Yr. I am continuing to test ideas on how to tap into my teams potential. We are asking the team members to participate in decision making and we are watching their ability and willingness to participate. We are tracking absences and</p>

		and will probably be at a 4 for a while.	<p>call outs as a key indicator to see if the programs we have implemented are improving the way our team members feel about being at work.</p> <p>3-5 Yr.</p> <p>I will continue to learn from the above activities and continue to study and research this area to improve my understanding and performance. I will participate in educational opportunities when available.</p>
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Behaviors

Curiosity	5	I received a 5 on curiosity. I have a passion for learning and have an undying curiosity that drives	1 Yr. And 3-5 Yr. I am a life long learner and will continue to seek opportunities to
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		<p>my desire to learn about others and other ways of doing things. I am always on the lookout for ways to improve and actively help others do the same.</p>	<p>learn and grow. I will continue to read, study, and challenge what is.</p>
Passion	5	<p>I received a 5 across the board on passion. I am passionate about my mission, vision, and values and I live what I believe. My definition of leadership, self-organization, and my learning philosophy are an integral part of my personal statement of who I am and I passionately work to implement these aspects of my life.</p>	<p>1 Yr. And 3-5 Yr. More than anything else, I am working to learn to channel my passion so that I am able to gain more positive outcomes. Keeping the passion while working to channel it is quite difficult for me.</p>
Courage	3	<p>This was assessed consistently at a 4-</p>	<p>1 Yr. 3-5 Yr. Of all the attributes</p>

		<p>5. I gave myself a 3 on courage. Yes I have guts but not always at the right time. I have a lot to learn about courage and how to develop courage. I am fearful many times and this causes poor decisions that others may not see or understand. If calm under pressure was in this scale, I would rate a 5 but calm is not courage.</p>	<p>that I defined for a great leader, this is the most difficult for me and the one where my limitations definitely have held me back in my career. My limitations here are internal and a reflection of self. I will continue to work on developing my self-confidence so that I will be able to develop courage.</p>
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